Training Development And Delivery Directorate (TDADD)

Overview

Distance Learning/Training Technology Applications Subcommittee to the Army Education Committee

3 February 2005

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COL Marty Vozzo

Director-Training Development and Delivery Directorate
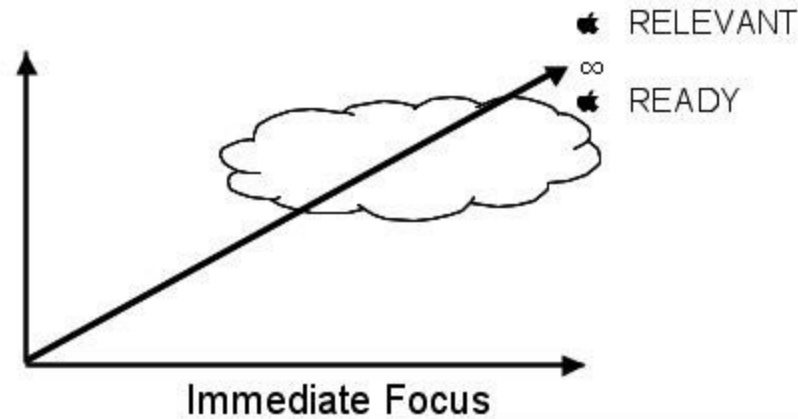
TRADOC Program Integration Officer

The Army Distributed Learning Program
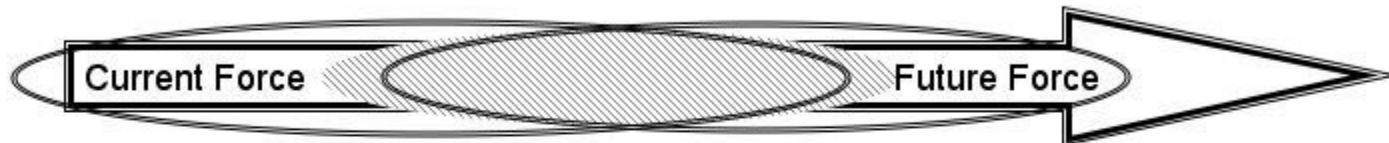
Agenda

- Chief of Staff of the Army Guidance

- TRADOC Background and Mission

- DCSOPS&T Background and Mission

- TDADD

    - Mission and Vision

    - Courseware Development

    - Learning Management System

    - Classroom XXI

    - Deployable Digital Training Campus

    - Army Training Information System

    - Lifelong Learning Center

Chief of Staff of the Army Guidance

Provide a force ready to accept current mission and relevant to the current t

RELEVANT

∞ READY

Immediate Focus

Transition from the current force to the future force while engaged in comb
operations supporting the Global War on Terror

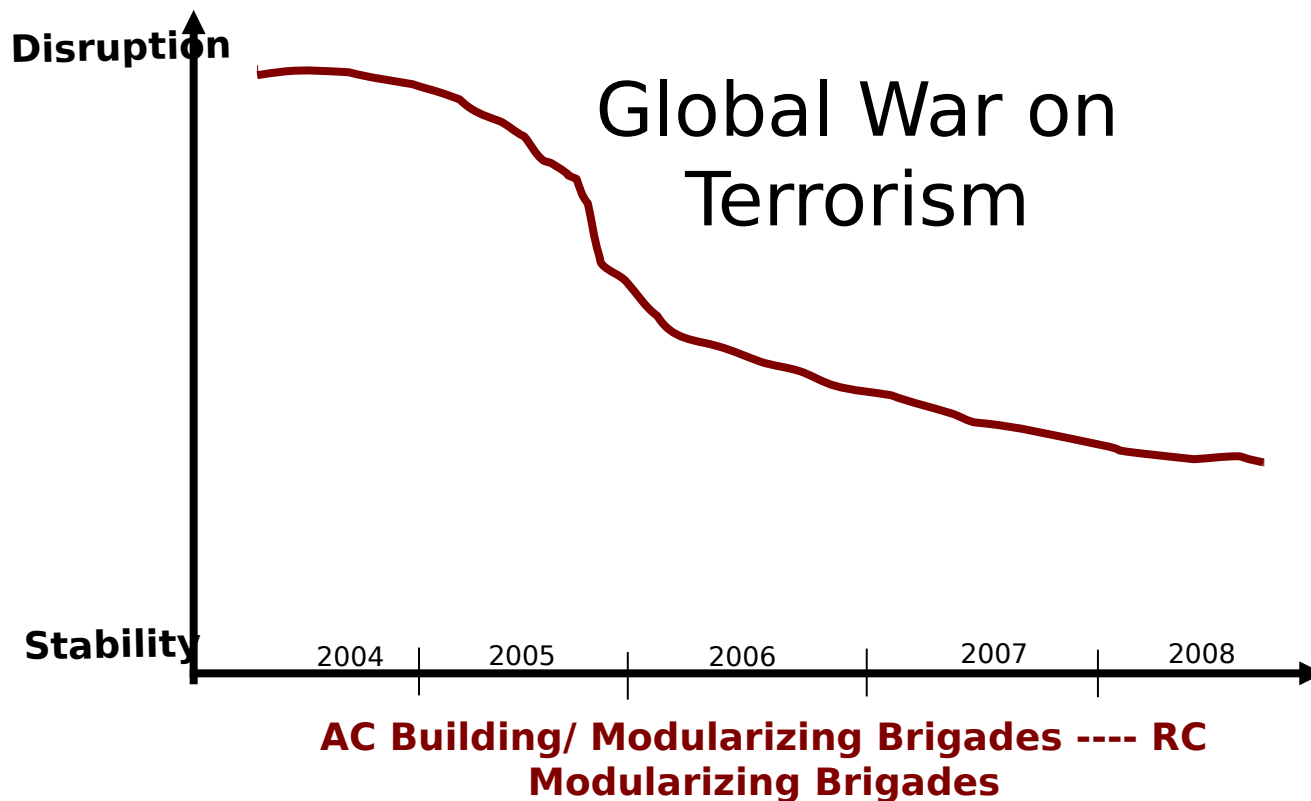Current Force   Future Force

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An Army At War... And More

Our Army is at War...and keeping the Peace...and deterring aggression...and providing humanitarian assistance around the globe. Over 320,000 Soldiers are committed worldwide. It hasn't been easy, but we're working to make it better for you and still uphold our responsibilities to our Nation.
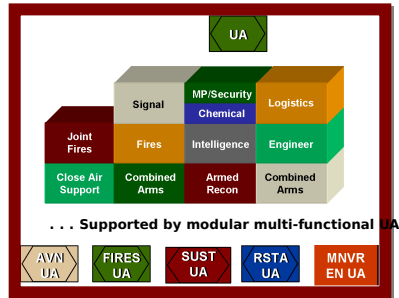
What Happens When?

Disruption

Global War on Terrorism

Stability

2004 | 2005 | 2006 | 2007 | 2008

AC Building/ Modularizing Brigades ---- RC Modularizing Brigades

- Implement stabilization initiatives as we convert units
- Restructure and build new Brigade Combat Teams/ Units of Action
- Build more "high- demand" units
- Convert MOSs as we restructure
- Fight the War!

e're Changing While the Engine's Running – Not Business as Us

What is the Approach: A Synergy of Strategies

Stabilize Soldiers And Families

Create "Modular" Units
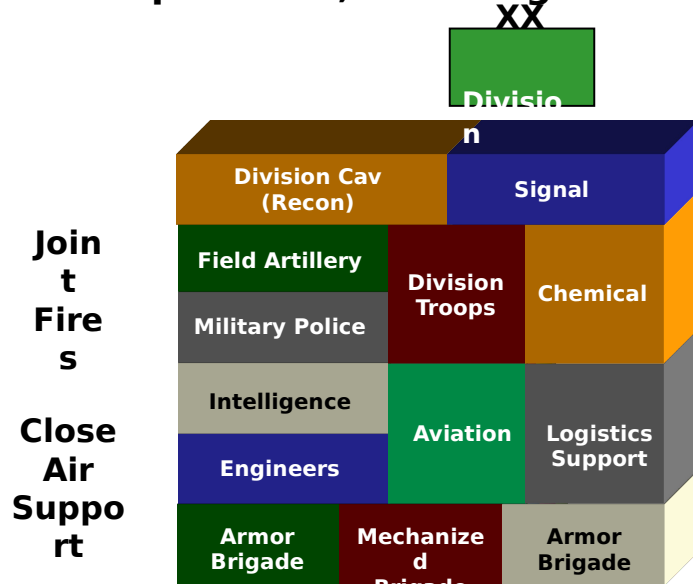
. . . Supported by modular multi-functional UAs

Restructure 100,000 Positions

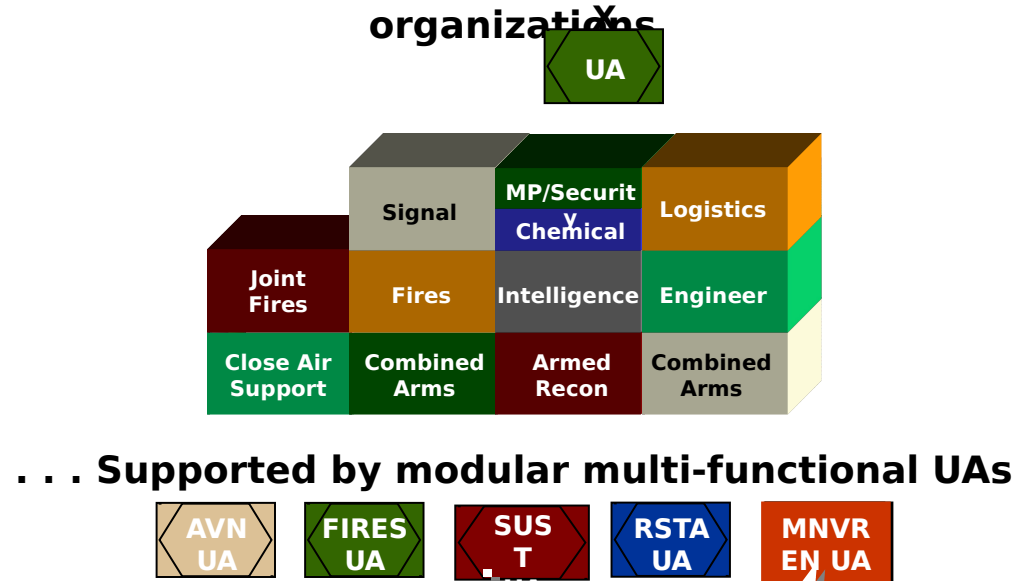**Creates Larger Pool Of Agile, Cohesive, Deployable Units**

These strategies working together will provide the Nation with a more capable Army and additional stability and predictability

Modularity: How We Will Change to Brigade-Centric Organizations

An Army based around large, powerful, fixed organizations

To an Army designed around smaller, self-contained organizations

XX

Division

X

UA

Join t Fire s

Close Air Suppo rt

Division Cav (Recon)		Signal	
Field Artillery	Division Troops	Chemical	
Military Police			
Intelligence	Aviation	Logistics Support	
Engineers			
Armor Brigade	Mechanized Brigade	Armor Brigade	

Signal	MP/Security	Logistics	
	Chemical		
Joint Fires	Fires	Intelligence	Engineer
Close Air Support	Combined Arms	Armed Recon	Combined Arms

. . . Supported by modular multi-functional UAs

| AVN UA | FIRES UA | SUS T | RSTA UA | MNVR EN UA |

- Don't have to deploy a whole division to get certain capabilities
- Employ smaller, tailored forces instead of one or two large
- Smaller units simplify logistical challenges
- Creates a larger pool of units to rotate into operations

A More Relevant and Ready Force
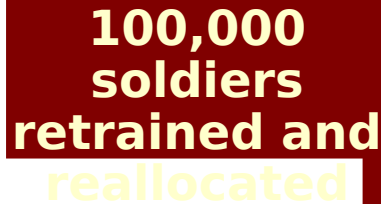
Active and Reserve Units with the Same Structure

Restructuring: How We Will Meet Our Most Pressing Skill Requirements

2004 - 2009

Decrease

Field Artillery Units
Air Defense Units
Engineer Units
Armor Units
Certain Logistic Units

100,000 soldiers retrained and reallocated

Increase

Military Police units
Transportation units
Civil Affairs units
Special Operations units
Biological Detection units
Military Intelligence units

- Divesting Cold War Structure to Better Fight the War on Terrorism
  - Example: Decreasing Field Artillery, Armor, & Air Defense units – taking advantage of air superiority and precision munitions capabilities
- Relieve Stress on High Demand Units
  - Example: Increasing Military Police, Civil Affairs, Special Operations units
- Improve Readiness and Deployability of Units
  - Example: Man Units to Authorized Levels
- Execute Military to Civilian Conversions – Free-up Soldiers to Deploy
  - Example: Converting Headquarters Positions from Military to Civilian

Most Significant Army Restructuring in the last 50 Years

Top Five OEF/OIF Lessons Learned

- Expect a 360 degree threat

- Joint Integrated operations essential for mission success

- Volatile, uncertain, complex and ambiguous Contemporary Operational Environment (COE)

- Stability operations require greater agility and adaptability

- Soldiers and leaders performed magnificently - change leader

development cautiously

TRADOC
Training & Doctrine Command

TRADOC Across America

△ **Education & Doctrine Centers/Schools**

▲ **Combat Training Centers**

Recruit and Train Soldiers

- **Recruit the Right Soldier**
  - 1,656 Recruiting Stations
  - 101,497 New Soldiers (FY03)

- **Build each into a Warrior**
  - Basic Combat Training
  - 40 Warrior Tasks...9 Warrior Drills

- **With the Right Competencies**
  - 283 Military Occupational Specialties   ...13 to 52+ weeks

- **For the First Unit of Assignment**

Training and Leader Development

- **Develop competent and professional leaders**
  - 32 Schools…15 Locations
  - 1,753 Courses
  - 328,000 Students per year
- **Officer Training and Education**
  - Senior Reserve Officer Training Program
    - - 272 Universities/Colleges…29,000 Students
    - - 3,950 Commissioned Officers (FY03)
  - Officer Candidate School…14 weeks
  - Basic Officer leadership and branch technical
  - training…11 to 20 weeks
- **Junior Reserve Officer Training Program**
  - 1,544 High Schools…240,000 Students
  - Discipline, Citizenship & Life Skills

Prepare the Army to Dominate Land Warfare
Full Spectrum Operations

- Provide disciplined joint, interagency, and combined arms training
  - 4 Combat Training Centers
  - Leader and Staff training
  - Battalion through Corps
  - Adapting the training environm
  - Rigorous training to demanding standards
- Develop a Campaign Quality Army with Joint and Expeditionary Capabilities
  - Joint Force Land Component Commanders Course
- Fully engaged with Joint Forces Command and other Services to ensure joint interdependence

Officer Education System

Senior Service College (40 wks)	← **Colonel/Lieutenant Colonel 17-22 Years of Service**
Pre-Command Courses (3-5 wks)	← **Colonel/Lieutenant Colonel Upon Selection for Command**
Command and General Staff Officers Course (40 wks)	← **Major 10-14 Years Commissioned Service**
Captains Career Course (24 wks)	← **Captain 4 Years Commissioned Service**
Officer Basic Course (14-19 wks)	← **Lieutenant When Commissioned**
U.S. Military Academy (4yrs) Reserve Officers Training Corps (2-4 yrs) Officer Candidate School (14 wks)	← **Precommission**

Noncommissioned Officer Education System

Leader Development Courses Linked to Promotion

Functional Courses Linked to Job

Sergeants Major Course (E9)

Advanced Noncommissioned Officers Course (E7)

Basic Noncommissioned Officers Course (E6)

Primary Leadership Development Course (E5)

Command Sergeants Major Course (E9)

First Sergeants Course (E8)

Battle Staff Noncommissioned Officers Course (E6/E7/E8/E9)

Training Scope By The Numbers

Institutional Training
- **Initial military skills**
- **Special skill courses**
- **Leader development**

Instruction in FY 03
- **9,141 Instructors**
- **2,487 Drill Sergeants**
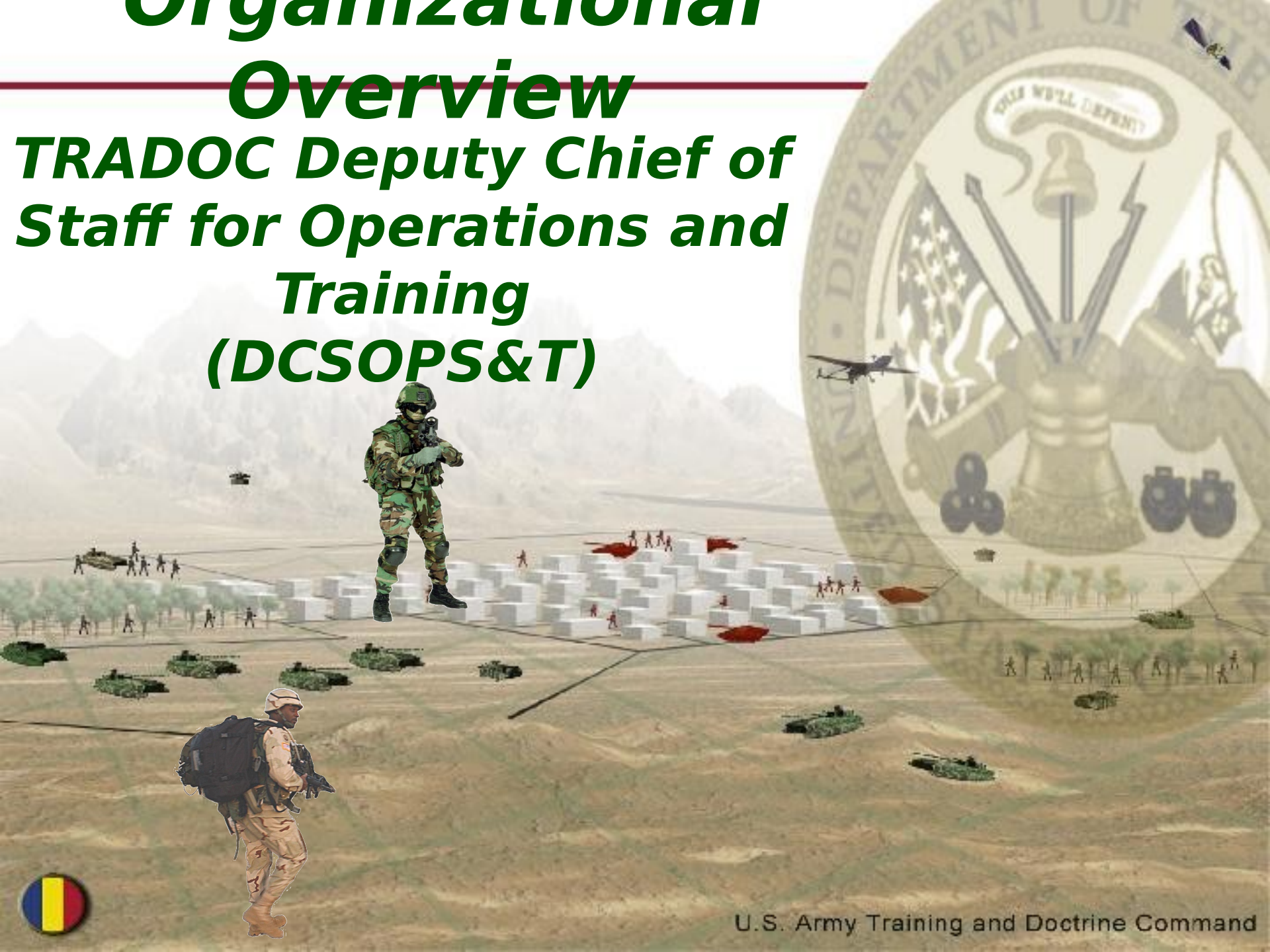- **1,634 Courses**

Students for Total FY 03
- **328,918 Active/Reserve Component soldiers trained annually**
- **6,165 International students (130 countries)**
- **25,059 From other services**
- **27,816 Dept of Defense/Dept of State civilians**

Organizational Overview

TRADOC Deputy Chief of Staff for Operations and Training (DCSOPS&T)

U.S. Army Training and Doctrine Command

What We Do

Mission

➢ **Lead the Army's training effort by sustaining the development of competent soldiers, capable leaders, and relevant products.**

➢ **Shape future Army training in units and institutions utilizing information based technology to support the future force.**

➢ **As the Command G-3, prepare and publish general ... rations, and mobilization plans.**

Roles

➢ **Training Management**

➢ **Training Development**

➢ **Training Support**

➢ **Support Current Worldwide Operations**

Training Development And Delivery Directorate (TDADD)

What Training Development And Delivery Directorate (TDADD) Does

Develops and provides systematic plans, policy, managerial and resource oversight coordination and execution for:

- **Distributed Learning (DL)**

  - Delivers standardized training through a variety of distributed learning venues: DL courseware, Army Learning Management System, Deployed Digital Training Campus, Lifelong Learning Center, and Classroom XXI.

- **Quality Assurance (QA)**

  - Provides oversight, policy and accreditation of Army QA program.

- **Training Development & Staff Management (TDSMD)**

  - Analyzes, designs, develops, implements, and evaluates Staff and Faculty training/education programs for Training Development, the Systems Approach to Training, and Army Doctrine and Training Literature Program and TD workload.

- **Modeling & Simulation (MS)**

  - Acts as advocate for U.S. Army Training, Exercises, and Military Operations (TEMO) Domain Modeling and Simulation policy, management, and requirements.

- **Learning Strategies (LS)**

  - Identifies and recommends instructional strategies and technologies that foster acquisition of new knowledge, skills, and attitudes.

- **Chemical Surety (CS)**

  - Provides command oversight of the Chemical Defense Training Facility enabling toxic chemical agent training of Army, Joint, and allied students to enhance individual proficiency and confidence in themselves and their equipment.

The Army Distributed Learning Program
Mission

"To improve readiness by the delivery of standardized individual, collective, and self-development training to soldiers and units any time and any place through the application of multiple means and technologies."

Supports Army Transformation Efforts
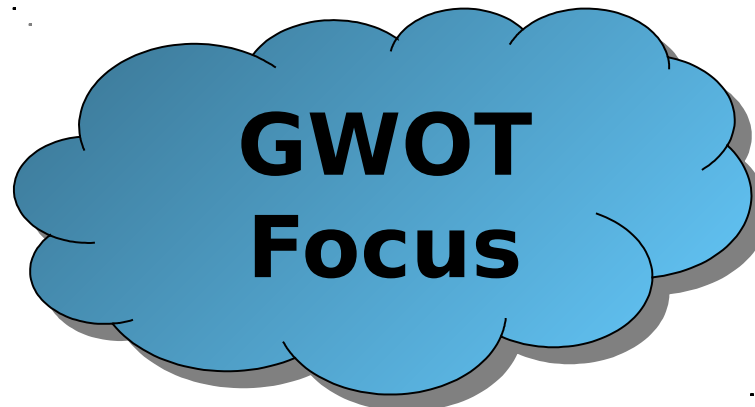
1996

2010

Distributed Learning Vision

- Increased Readiness
- Improved Access And Opportunity
- Life Long Learning
- Increased Effectiveness In Training And Education
- Provide Training Any Time And Any Place
- Reduced Cost Per Trained Soldier
- Greater Stability For Families
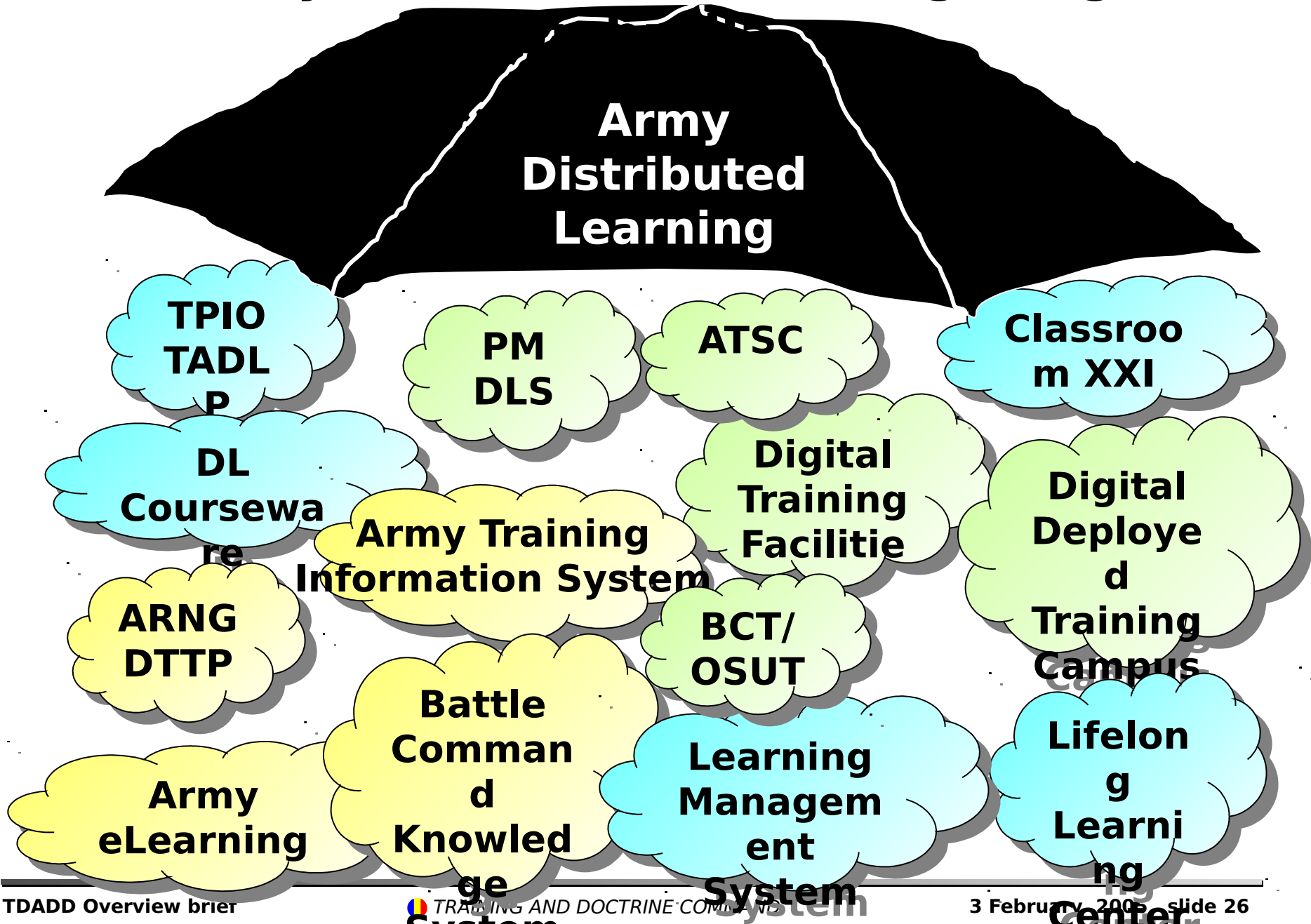- Just In Time Reach Back Capability

TADLP Intent

Integration: TRADOC continues to seamlessly integrate all DL components into the training environment

Synchronization: TRADOC and the Reserve Components continue to synchronize DL courseware requirements

GWOT Focus

The Army Distributed Learning Program

Army Distributed Learning

- TPIO TADLP
- PM DLS
- ATSC
- Classroom XXI
- DL Courseware
- Digital Training Facilitie
- Digital Deployed Training Campus
- Army Training Information System
- ARNG DTTP
- BCT/ OSUT
- Battle Command Knowledge System
- Learning Management System
- Lifelong Learning Center
- Army eLearning

Courseware Redesign Process

35 Hour Course Example:

Reality *18 to 24 Months*

| Front End Analysis | → | Design Strategy | → | Flow Diagrams | → | Storyboards | Authoring | → | Final Productions | → | Install & Test |

Government furnished material/POIs outdated & inadequate

Lack of green suit involvement

POIs not updated due to lack of Training Developers

Numerous CW revisions required

Instructor SME shortfalls due to operational deployments

Goal *9 To 12 Months*

| Good Front End Analysis, Good GFI/M | → | Design Strategy | → | Flow Diagrams | → | Storyboards | Authoring | → | Final Productions | → | Install & Test |

Current POIs

Senior leader involvement

Training development requirement is funded

Qualified contractors on board

Instructors are available as SMEs

Teamwork Is Key

What is the LMS?

- **The LMS is a web enabled automated information system to assist students, trainers and training managers in the conduct and management of training throughout their Army career.**

How the Army LMS Will Affect Schools

- As the LMS is fielded, there are significant operational impacts that will affect all aspects of Army training, for example:

  - How classes are scheduled

  - How resources are catalogued and allocated to course iterations

  - How courseware is designed and loaded onto the LMS content server

  - How student progress is monitored, recorded and archived

  - How each proponent will transition from their unique LMS methodology to the common system

Transitioning to the Army LMS

- Preparations are being implemented to smooth the transition to the new LMS

- Here is what is available at www.tadlp.monroe.army.mil for the transition:

  - Policy memorandum

  - Concept of Operations document

  - Fielding plan

  - Training Standing Operating Procedures

  - Online training tutorials in vignette format

  - User manuals

- The transition will only be as good as the preparations each schoolhouse invests

Classroom XXI

Classroom XXI modernizes TRADOC resident classrooms to transmit (push) and deliver DL anytime, anywhere from proponent schoolhouses

- 270 high-tech classrooms scheduled thru FY14
- Current CRXXI classroom fielding status:
    - 54 classrooms fielded (FY98-04)
    - 18 classrooms in progress (FY05)
- TRADOC is inserting Classroom XXI technology into 110 high tech classrooms in 5 new Basic Combat Training / One Station Unit Training barracks complexes

Deployed Digital Training Campus

- Provides embedded individual, collective, collaborative and simulations based training capability anywhere, anytime

- Provide 'on demand / call forward' training capability supporting an Army at war

- "Go anywhere"
  - Low weight and compact
  - Rapid setup & use in austere conditions
  - Fully integrated & available now

- Meets the immediate need for mobile, adaptable, high capacity secure wireless and satellite communications
- High bandwidth …deliver any content, anywhere, any time
- Networked with reach back capability
- Plan, rehearse and execute

Satellite link connects remote sites globally. Virtually unlimited in connecting to any other communication technology systems.
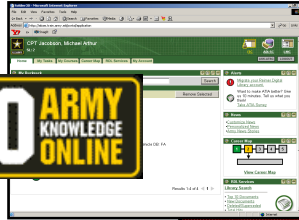
DDTC Vision

- Provides 'on demand / call forward' capability
- PM DLS scheduled to begin fielding systems in FY06
- Provide "embedded" individual, collective, collaborative, and simulations based training capability
    - Force XXI Battle Command Battalion/Brigade and Below (FBCB2) Training
    - Squad Laser Marksmanship Training / Sniper Training System
    - Virtual sand-table
    - Two-way interactive VTT using voice over IP
    - Access to all DL based classrooms
- Provide full spectrum connectivity (terrestrial, satellite, and wireless)
- Provide NSA approved secure communications capability
- Highly mobile (HMMWV), small footprint, one soldier 30 min max set-up time

ATIS Vision

Seamlessly integrated, interoperable training information management system with a common database & set of services supporting the requirements of the ATIA-Operational Architecture (OA) configurations

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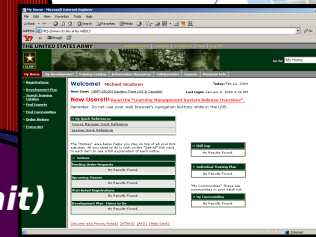# ATIS Operational Vision

SOLDIER TRAINING HOMEPAGE

✓ **Single access point through AKO**
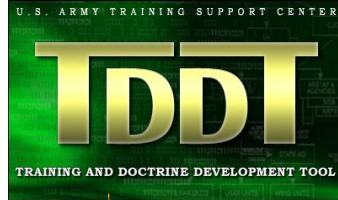✓ **RDL**
✓ **Multiple user access enablers**
   - Digital Tech Tng Program
   - Digital Training Facility
   - Deployed Digital Training Campus

TRAINING DELIVERY

LEARNING MANAGEMENT SYSTEM

TRAINING AND DOCTRINE DEVELOPMENT TOOLKIT

TRAINING DATA & COURSEWARE

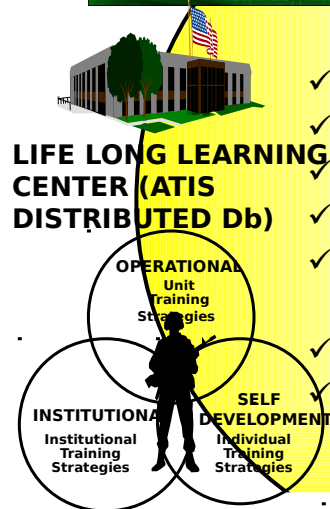*Soldier Data (Institutional/Unit) Training Data*

UNIT TRAINING MNGT CONFIGURATION

ATIS Common Data Access

✓ **Doctrine**
✓ **Individual Tasks**
✓ **Collective Tasks**
✓ **Individual TSPs**
✓ **Combined Arms Training Strategies**
✓ **POIs**
✓ **DL Courseware**

LIFE LONG LEARNING CENTER (ATIS DISTRIBUTED Db)

DA LEVEL MNGT
PEOPLE
FACILITIES
AMMO

OPERATIONAL
Unit
Training
Strategies

INSTITUTIONAL
Institutional
Training
Strategies

SELF
DEVELOPMENT
Individual
Training
Strategies

✓ **Resident/Non-Resident Training Management**
✓ **Unit Training Management**
✓ **METL Development**
✓ **Capabilities based training planning**

TRAINING/DOCTRINE DEVELOPMENT

TRAINING MANAGEMENT

ATIS Current Status

- Learning Management System (LMS)

    - Completed Limited User Test 1 JULY 04 (ATEC report by early AUG 04)

    - ASARC decision - SEP 04

    - Fielding commenced 1st Qtr FY05

- Training and Doctrine Development Toolkit (TDDT) (ASAT Replacement)

    - Currently in limited use by FCS training developers

    - Expected fielding 2nd Qtr FY05

- Unit Training Management Configuration (UTMC) (SATS Replacement)

    - The Digital Training Management System (DTMS) currently undergoing proof of principal (PoP) to deliver UTMC functional requirements

    - Based on December 03 TLGOSC recommendation that TRADOC review for ATIA compliance and submit for pilot funding
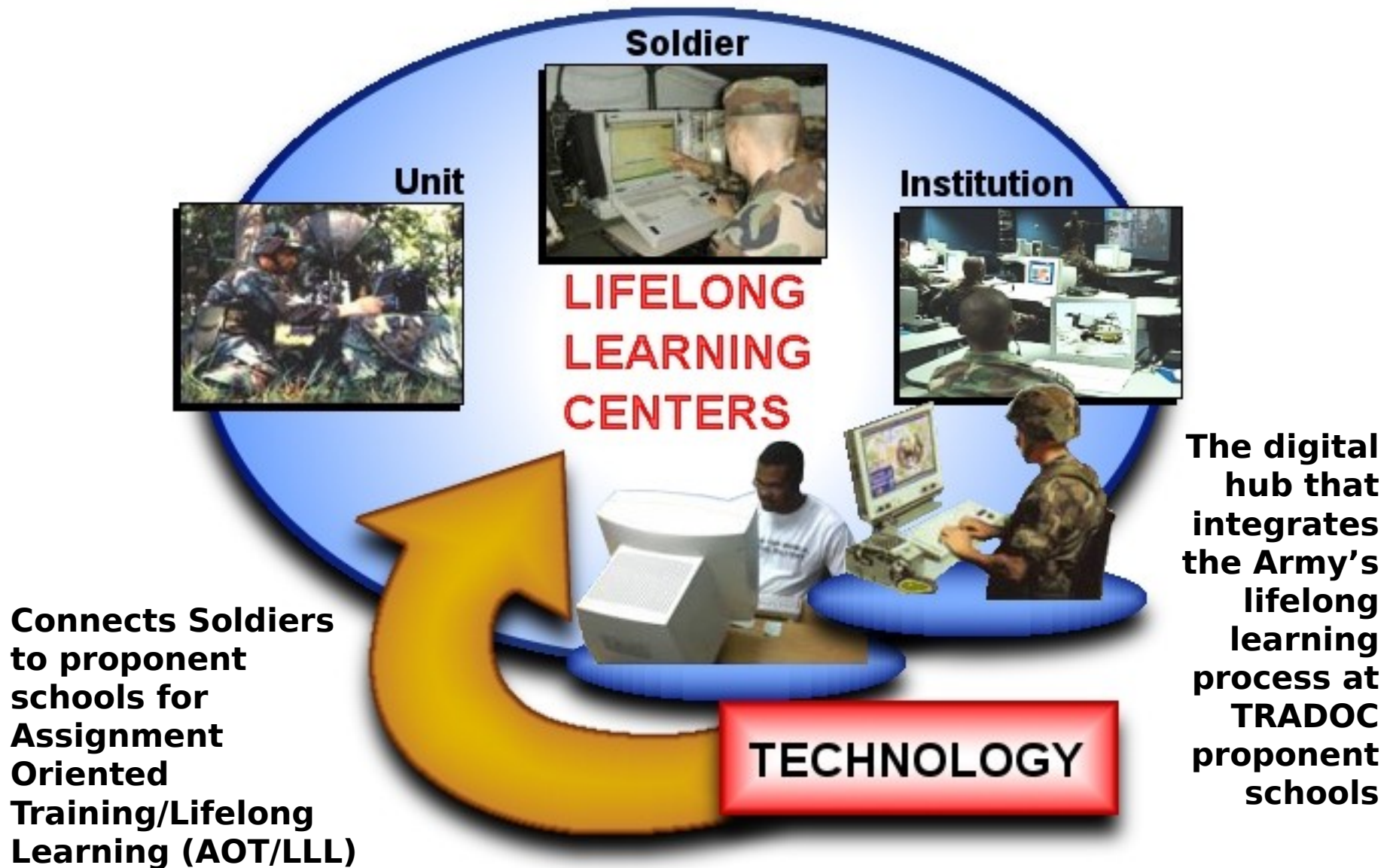
ATIS Current Status (cont)

- Lifelong Learning Center (LLC)

    - Funding for two prototype LLCs approved in FY06

    - Distributing Ft Gordon LLC monies across TRADOC to scale existing capabilities in accordance with master plan

- ISERA Scheduler Pilot

    - ISERA pilot at USAOS&C scheduled for evaluation 1st Qtr FY05

- Joint Knowledge Development Distribution Capability (JKDDC) Portal

    - Serves as single authorization and authentication point for access to DoD wide DL content.

    - Will host Joint DL catalog initiative as directed by CG TRADOC

- Army Training Information System (ATIS) ORD

    - World-wide staffing period closed 9 July 04 currently consolidating comments

    - Anticipated delivery to Pentagon Sep 04

ATIS Future Development Strategy

- Implement a "system of system" enterprise management structure

  - Align key stakeholder responsibilities to effectively develop and sustain an enterprise training management system

  - Develop system of systems approach for requirements / configuration management process

  - Gain key "stakeholder" agreement on ATIS architectural vision

- Gain decision on ATIS materiel developer ASAP

- Gain DA concurrence on ATIS ORD (2nd Qtr FY05)

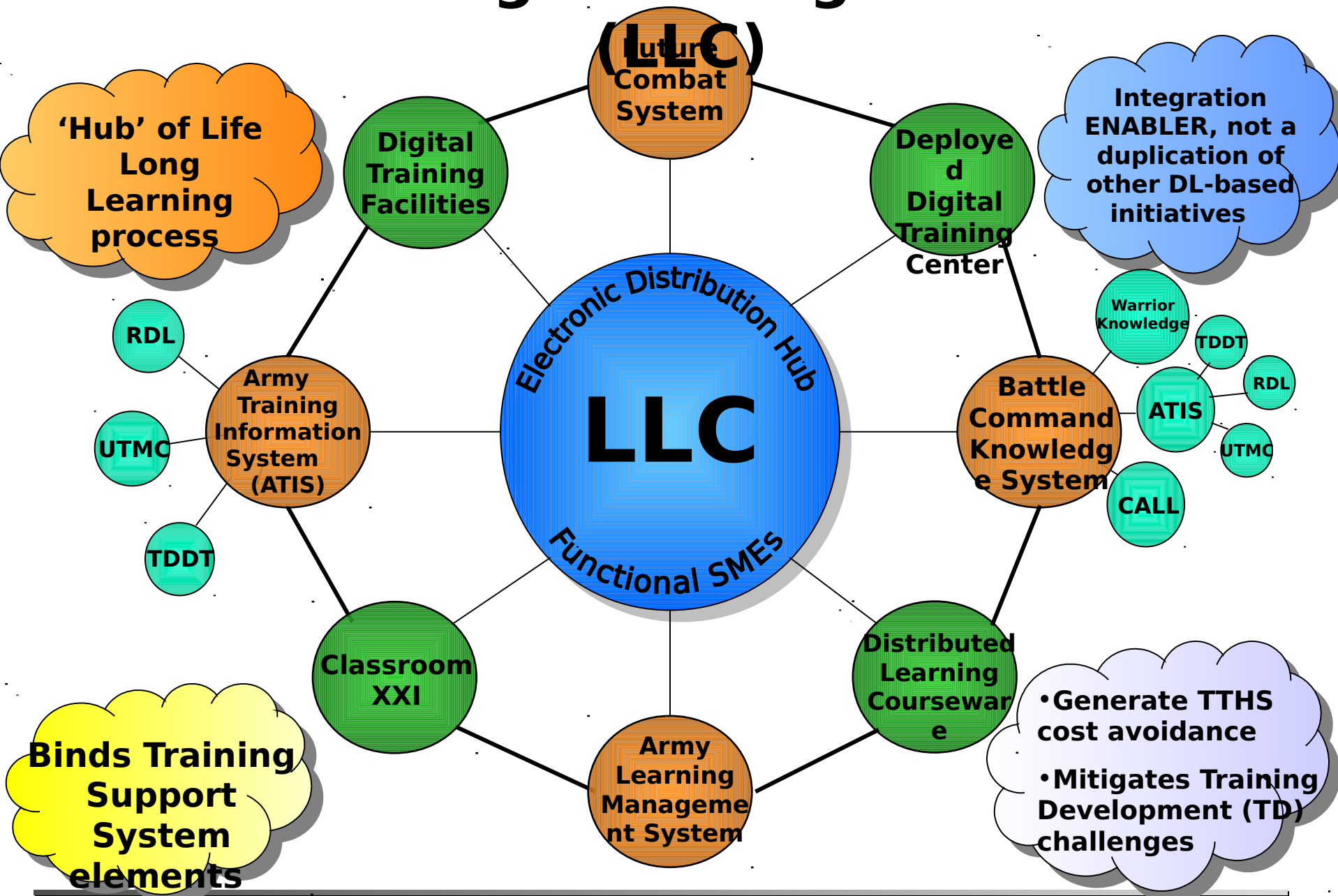# TRADOC Lifelong Learning Centers (LLCs)

The digital hub that integrates the Army's lifelong learning process at TRADOC proponent schools

Connects Soldiers to proponent schools for Assignment Oriented Training/Lifelong Learning (AOT/LLL)

Lifelong Learning Center (LLC) Initiative

• LLC is the digital hub of the Army's lifelong learning process where standardized proponent content is developed, stored and delivered to Soldiers (AC/RC) and DA civilians, using cost effective mix of new information technologies and education methods.

• Key enabler for:
  • Strategic Plan for Transforming DOD Training
  • CSA Leader Development & Education Focus Areas
  • CSA Army Training & Leader Development Plan (ATDLP) imperatives
  • AOT Initiative

• LLC is integrally linked to Future Combat System, Battle Command Knowledge System, The Army Distributed Learning Program, Army Training Information System, Reimer Digital Library, and the Joint Training System.

Lifelong Learning Center (LLC)

'Hub' of Life Long Learning process

Integration ENABLER, not a duplication of other DL-based initiatives

Binds Training Support System elements

- **Generate TTHS cost avoidance**
- **Mitigates Training Development (TD) challenges**

LLC

Electronic Distribution Hub

Functional SMEs

Future Combat System

Digital Training Facilities

Deployed Digital Training Center

Army Training Information System (ATIS)

- RDL
- UTMC
- TDDT

Battle Command Knowledge System

- Warrior Knowledge
- TDDT
- ATIS
- RDL
- UTMC
- CALL

Classroom XXI

Distributed Learning Courseware

Army Learning Management System

Lifelong Learning Center (LLC)

The LLC provides a virtual campus:

• A digital hub that integrates and ENABLES the Army's lifelong learning process

• A web Portal through AKO from the TRADOC proponent schoolhouse to Soldiers and DA civilians with access to training at the institution and while deployed anywhere/anytime

• A Digital Library for the proponent school to develop, store, access, maintain, and deliver web-based training and simulation-based training

• A Support Desk to assist users with content or technical issues

Lifelong Learning Center (LLC)

Provides a web portal for entry into the proponent school site

Web-based Simulations (Sample)

- Support Assignment-Oriented Training (AOT)

- Downloaded from LLC to support training in the field

- Provide learning by doing

AN/TRC-173B

Radio Terminal Set Simulation

– For 31R and 31P training to shift from ECB to Echelons above Corps

Lifelong Learning Center (LLC)

- One prototype LLC fielded at Fort Gordon FY02

- DA approved $3.4M in FY06 funding to:
  - Establish 2 new pilot LLCs as proof-of-principle
  - Sustain Fort Gordon LLC

- Installations selected for LLC pilots:
  - Fort Leavenworth, CGSC (leadership development training)
  - Fort Leonard Wood, MANSCEN (MOS training)

- Fielding is one LLC each at 15 TRADOC installations

Lifelong Learning Center (LLC)

Role of TRADOC LLC Executive Agent (EA)

TRADOC DCSOPS&T designated the Signal Center, Fort Gordon as EA to assist proponent schools to:

• Develop Digital Training Master Plans for execution of school training strategies

• Solicit their input to refine plans for fielding LLCs across TRADOC

• Establish standardized LLCs across TRADOC (hardware/software, personnel)

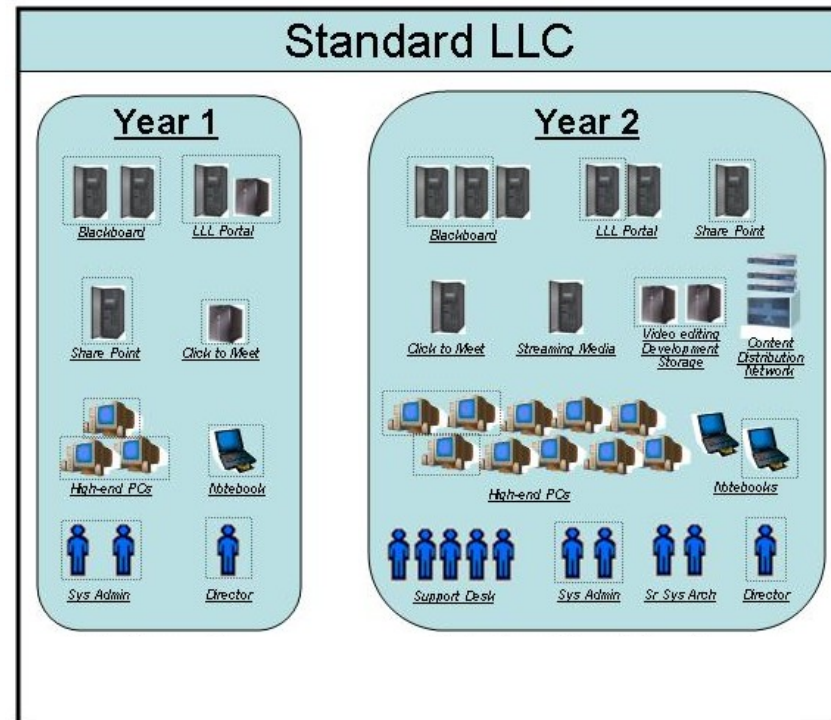• Set up proponent school web portals

Lifelong Learning Center (LLC)

LLC funding buys:

- Base-year Equipment/Software Acquisition
  - Contract LLC personnel
  - Servers/Workstations
  - Switches
  - Software/User Licenses
- Sustainment
  - Contract LLC personnel (includes 5 content & technical support-desk personnel)
  - Equipment Refresh (life-cycle replacement for fielded LLCs)
  - Software/User Licenses
  - Equipment Maintenance
  - Operating Supplies
  - Training

Notes:
- Cost vary by installation, based on 25K training load base and validated against ATRRS annual training load
- Technical contract personnel is phased in to support growing LLC base

Standard LLC — Year 1 / Year 2

Year-2 Equipment List

3 Blackboard Servers	2 Video editing workstations
2 LLL Portal Servers	
1 Share Point Server	1 Cisco Content Distribution Network
1 Click-to-Meet Server	
2 Notebook PCs	10 High-End PCs

Questions?